

Message Text

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PAGE 01 LONDON 15098 01 OF 03 091905Z
ACTION MMO-02

INFO OCT-01 ISO-00 EUR-12 SS-15 SP-02 ABF-01 PER-01
/034 W

-----035137 091909Z /41

R 091742Z SEP 77
FM AMEMBASSY LONDON
TO SECSTATE WASHDC 8146

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STADIS//////////

FROM THE AMBASSADOR

E.O. 11652: N/A
TAGS: AODE
SUBJECT: EVALUATION BY CHIEF OF MISSION OF PERSONNEL
LEVELS

REF: STATE 201122 AND LONDON 11256

1. SUMMARY AND CONCLUSIONS. BASED UPON MY EVALUATION
OF PERSONNEL LEVELS AT THIS MISSION, I BELIEVE THAT A
MINIMUM OF 56 POSITIONS CAN BE REDUCED AND A CUT OF UP
TO 97 POSITIONS MIGHT BE ACHIEVED IF SOME FUNCTIONS
ARE ABANDONED OR ALTERED. MY CONCLUSIONS REST UPON THE
BASIC ASSUMPTIONS THAT:

I. THE US AND THE UK, PARTNERS IN SO MANY AREAS,
ENJOY SUCH EXTRAORDINARILY CLOSE RELATIONS BETWEEN
VIRTUALLY ALL SECTORS OF THEIR SOCIETIES THAT WE
COULD ELIMINATE OFFICIAL ACTIVITIES BY US AGENCIES
WHICH ARE REDUNDANT OF FUNCTIONS ALREADY BEING PER-
FORMED OR WHICH COULD BE PERFORMED BY THE PRIVATE
SECTOR;

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II. CERTAIN FUNCTIONS MIGHT BE PERFORMED BY US
GOVERNMENT EMPLOYEES BASED ELSEWHERE, ESPECIALLY
IN THE US;

III. THE SCOPE OF CERTAIN LESS CRUCIAL ACTIVITIES
COULD BE REDUCED; AND

IV. CERTAIN FUNCTIONS CAN BE ALTERED.

BASED ON THE FOREGOING ASSUMPTIONS, THIS MESSAGE OUTLINES AREAS WHERE THE DEPARTMENT, IN CONSULTATION WITH OTHER AGENCIES, MIGHT ACHIEVE REDUCTIONS. HOWEVER, IF WE ARE TO SUCCEED IN MAKING SOME OF THESE SAVINGS WE WILL NEED TO DISCARD SOME FIXED NOTIONS ABOUT HOW WE DO BUSINESS IN THE UK. END SUMMARY AND CONCLUSIONS.

I. ELIMINATION OF NON-ESSENTIAL FUNCTIONS.

2. GIVEN OUR COMMON LANGUAGE AND THE MUTUAL AVAILABILITY OF THE US AND THE UK MEDIA, WE DO NOT FACE IN THE UK THE SAME NEED FOR PROMOTION THAT MAY MAKE TRADE CENTERS AND TRAVEL SERVICE OFFICES COST-EFFECTIVE IN OTHER COUNTRIES. THUS, I RECOMMEND ELIMINATION OF BOTH THE US TRADE CENTER AND THE US TRAVEL SERVICE IN LONDON.

3. WHILE RECOGNIZING THAT BOTH THE TRADE CENTER AND TRAVEL SERVICE CONTRIBUTE IN SOME MEASURE TO STIMULATING CONSUMPTION OF US GOODS AND SERVICES, I ALSO NOTE THAT THEIR FUNCTIONS ARE DWARFED BY COMPARABLE PRIVATE SECTOR ACTIVITIES IN THE UK. IN THE ABSENCE OF A RELIABLE OBJECTIVE MEASURE OF THEIR NET CONTRIBUTIONS, I COME TO THE SUBJECTIVE CONCLUSION THAT ELIMINATION OF THESE TWO LIMITED OFFICIAL USE

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ACTIVITIES WOULD NOT DAMAGE US INTERESTS. PARTICIPANTS IN OUR TRADE CENTER EVENTS ARE LARGELY EXPERIENCED EXPORTERS. THEIR BUSINESS ACTIVITY IN BRITAIN DOES NOT DEPEND ON OUR HELP. SIMILARLY, TOURIST TRAVEL TO THE US SHOULD CONTINUE OF ITS OWN MOMENTUM, PROMOTED BY US AND OTHER CARRIERS, PACKAGE-TOUR PROMOTORS, CAR RENTAL COMPANIES, HOTEL CHAINS, TRAVEL AGENCIES, AND THE MANY OTHER BUSINESS ENTERPRISES IN THE TRAVEL BUSINESS.

4. ON A COMPARABLE BASIS, BECAUSE OF PERVASIVE US-UK CULTURAL TIES, I RECOMMEND THAT WE REDUCE THE SCOPE OF USIS WORK IN THE UK. BASED ON THE LARGE VOLUME OF AMERICAN ACADEMIC AND CULTURAL VISITORS, INCLUDING PERFORMING ARTISTS, SPONSORED IN NON-GOVERNMENT CHANNELS, I BELIEVE WE CAN ELIMINATE LARGELY OR ALMOST COMPLETELY, CULTURAL PROGRAMS IN THE UK ORIGINATED, FINANCED AND ORGANIZED BY THE US GOVERNMENT. A MINIMUM RESIDUAL CAPACITY WOULD BE REQUIRED IN OUR USIS OPERATION, HOWEVER, TO ENCOURAGE AND ASSIST SOME PRIVATE ACTIVITIES IN THIS AREA. SPECIAL OCCASIONS SUCH AS THE US BICENTENNIAL AND

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THE QUEEN'S SILVER JUBILEE MIGHT REQUIRE TEMPORARY
ADDITIONAL STAFF.

II. FUNCTIONS WHICH MIGHT BE REPATRIATED OR
TRANSFERRED.

5. OUR SURVEY OF MISSION ACTIVITIES SUGGESTS THAT A
CAREFUL REASSESSMENT OF THE ROLE OF THE COAST GUARD CON-
INGENT ASSIGNED TO THE EMBASSY COULD YIELD REDUCTIONS.
PARTICULARLY, WE BELIEVE THAT SUPERVISION OF CONTRACT
PERFORMANCE IN THE EUROPEAN REGION MIGHT BE HANDLED BY
COAST GUARD PERSONNEL BASED IN THE US AND THAT PERSONNEL
PERFORMING OTHER FUNCTIONS PERHAPS NEED NOT BE STATIONED
IN THE UK. SUCH DECISIONS CAN BE TAKEN, HOWEVER, ONLY
ON THE BASIS OF FURTHER CONSULTATIONS IN WASHINGTON.

6. IN THE CASE OF US CUSTOMS REPRESENTATIVES, THIS
MISSION OPERATED FOR SOME YEARS WITH A SMALLER STAFF IN
THIS AREA THAN AT PRESENT. MUCH OF THEIR WORK, WE
BELIEVE, COULD BE DONE FROM THE US. CERTAINLY THE
COLLECTION OF STATISTICAL DATA COULD BE HANDLED BY CON-
TRACT OR THROUGH REGULAR ECONOMIC REPORTING OFFICERS.

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7. THE VOA REPORTING FUNCTION MIGHT BE HANDLED FROM WASHINGTON. GIVEN THE BRITISH NEWS COVERAGE AVAILABLE IN THE US, INCLUDING THE EFFECTIVE WORK OF THE US MEDIA REPRESENTED IN THE UK, WE SEE NO NEED TO MAINTAIN A VOA OFFICE HERE.

8. FINALLY, WITH REGARD TO THE FAA, ITS LARGE REGIONAL OFFICE IN BRUSSELS COULD ABSORB THE WORK NOW BEING PERFORMED IN LONDON.

III. ELIMINATION OF MARGINAL FUNCTIONS.

9. ONE OF THE LARGER OFFICES OF THE EMBASSY, THAT OF THE DEFENSE ATTACHE, IS ENGAGED LARGELY IN SUPPORTING DOD AND OTHER VISITORS RELATED TO THE MILITARY. I QUESTION WHETHER THIS TRAVEL AGENCY FUNCTION IS ESSENTIAL TO US OBJECTIVES. I THINK THAT CAREFUL CONSIDERATION SHOULD BE GIVEN TO CURTAILING SUCH SERVICES BY THE ATTACHES, THEREBY ELIMINATING THE BILLETS ASSOCIATED WITH SUCH PROTOCOL ACTIVITY. THE WORK OF THE DEFENSE ATTACHE OFFICE ON INTELLIGENCE EXCHANGE AND OTHER SUBSANTIVE TASKS IS OBVIOUSLY LESS IN LONDON THAN IN OTHER POSTS. ALSO THE PRESENCE OF CINCSNAVEUR AND THE THIRD AIR FORCE ASSURES CONTINUING CONTACTS AMONG SENIOR US AND UK MILITARY OFFICERS. A REDUCED ATTACHE STAFF WOULD ALSO ALLOW REDUCTION IN THE GRADE OF THE DEFENSE ATTACHE FROM THAT OF REAR ADMIRAL TO THAT OF CAPTAIN, WITH CORRESPONDING REDUCTION IN RANK OF OTHER OFFICER BILLETS.

10. WHILE THE VALUE OF US AGRICULTURAL PRODUCTS SOLD IN THE UK IS IMPRESSIVE, THE FAS EFFORTS IN SUPPORT ARE CORRESPONDINGLY LARGE. A REDUCTION OF ONE REPORTING OFFICER AND ONE SECRETARY IN THE OFFICE OF THE LIMITED OFFICIAL USE

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AGRICULTURAL ATTACHE SEEMS POSSIBLE.

IV. ALTERED FUNCTIONS.

11. IN THE AREA OF COMMERCIAL SUPPORT FOR US BUSINESS, PERFORMED BY THE EMBASSY'S ECONOMIC SECTION, WE ARE NOW TRYING TO DETERMINE WHETHER SOME OF THE WORK, SUCH AS THE COMPILATION OF DATA CONTAINED IN WDR'S, COULD BE HANDLED BY OUTSIDE LOCAL CONTRACT. ADDITIONAL OANPOWER SAVINGS MIGHT BE ACHIEVED BY EXPANDED USE OF DATA PROCESSING TECHNIQUES FOR HANDLING TRADE INFORMATION. FURTHER EXPLORATION WILL BE NEEDED, HOWEVER, BEFORE WE

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MAKE FIRM RECOMMENDATIONS.

12. THE INFORMATION FUNCTION IN LONDON IS OBVIOUSLY
DIFFERENT FROM AND LESS DEMANDING THAN IN MANY POSTS
BECAUSE OF THE COMMON LANGUAGE AND EASY ACCESS TO EACH
OTHERS MEDIA. I WOULD RECOMMEND ELIMINATION OF ONE
PROFESSIONAL POSITION, ESPECIALLY IF THE ADMINISTRATIVE
BURDEN ON USIS GENERALLY IS REDUCED BY SUBSTANTIAL CUT-
BACK IN EMBASSY-RELATED CULTURAL PROGRAMS. A SECOND
SENIOR POSITION ALSO COULD BE REDUCED IN GRADE AND
FILLED BY A CAPABLE JUNIOR OFFICER.

13. THE FOLLOWING STATISTICAL TABLE RECAPITULATES THE
REDUCTIONS DESCRIBED ABOVE:

	POSITIONS			
	MINIMUM		MAXIMUM	
	US FSL	US FSL		
1. COMMERCE-US TRADE CENTER	1	6	1	6
2. STATE-US TRADE CENTER	2	0	2	0
3. COMMERCE-US TRAVEL SERVICE	5	5	5	5
4. USIS	3	10	2	11
5. US COAST GUARD	1	0	27	4
6. DEFENSE ATTACHE (DAO)	7	6	13	6

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7. STATE-COMMERCIAL SECTION 0 0 0 3
8. AGRICULTURE 1 1 1 1
9. VOA 2 1 2 1
10. US CUSTOMS 1 1 1 1
11. FAA 2 0 2 0
12. STATE-ADMIN SECTION 0 1 1 2
 25 31 57 40

14. ELIMINATION OF THE US TRADE CENTER AND TRAVEL SERVICE
WILL RESULT IN ANNUAL SAVINGS IN SALARY COSTS OF \$300,000
AND APPROXIMATELY \$1,457,000 IN OPERATING AND RELATED
COSTS. THE ESTIMATED SAVINGS IF THE TOTAL MINIMUM
REDUCTIONS ABOVE ARE CARRIED OUT WILL BE \$2.7 MILLION
ANNUALLY.

15. AS A FINAL RECOMMENDATION, ANY CUTS THAT TAKE PLACE
SHOULD BE ACCOMPLISHED IN AN ORDERLY FASHION, PREFERABLY
TO AWAIT THE SCHEDULED ENDS-OF-TOURS AND WITH AMPLE
TIME FOR TRANSFER DISPLACED LOCAL EMPLOYEES INTO VACANT
POSITIONS IN THE EMGASSY. I FEEL THIS LATTER CONSIDER-
ATION IS EXTREMELY IMPORTANT IF WE ARE TO AVOID SERIOUS
MORALE AND LABOR-RELATIONS PROBLEMS.

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